

July 14, 2005

Web Managers Advisory Council

Strategic Plan for Making Government Websites in the U.S. the Most Citizen-Focused and Visitor-Friendly in the World

Task Leaders will form task groups from members of the Web Content Managers Forum. Task Groups should develop their plans, and Task Leaders should **submit their lists of deliverables (with estimated dates of completion) to the Co-Chairs by September 1.** Some deliverables for Webcontent.Gov are specified.

If you would like to volunteer for any of these activities, please email webcontenttoolkit@gsa.gov. We will have the appropriate task leader contact you.

Strategic Goal and Objectives	Tasks	Webcontent.Gov Deliverables	Task Leader(s)
Goal 1: Improve the content of government websites			
A. Help agencies know and understand the wants and needs of their website audiences			
	1. Identify best practices and develop guidance to help agencies identify, understand, and respond to the wants of its audiences, including citizens	Best practices and guidance on knowing your audience (part of Measuring Performance section)	Gina Pearson USDA/Economic Research Service
B. Enhance the public's trust in government websites by proposing and promoting actions to make all government websites informative, authoritative, and objective.			
	1. Identify best practices in policies and procedures to ensure that government web content is both current and accurate	Guidance and best practices (part of "Managing Content" section)	Tina Kelley Department of Justice
	2. Identify best practices in policies and procedures for preserving content across changes in administrations.	Guidance and best practices (part of "Managing Web Records" section)	Jennifer Nelson National Archives and Records Administration
	3. Provide feedback to NARA's Electronic Records group on the Records Management Toolkit		
C. Improve citizens' access to government web content by advising and working with the Director and staff of Firstgov.gov – the "front door" to government information on the web.			
	1. Advise the Director and staff of Firstgov, on a routine basis, providing input on organization of information, subject matter expertise, suggestions for and feedback on new content, and other matters that could improve the Firstgov website and citizens' access to government information and services		Candi Harrison, Kate Donohue Advisory Council Co-Chairs
	2. Identify and propose opportunities to use Firstgov.gov to aggregate content across agencies, particularly when that would alleviate the need for a separate cross-agency website		Candi Harrison, Kate Donohue Advisory Council Co-Chairs

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	3. Identify and propose strategies to work with the Firstgov staff to facilitate or advocate for cross-agency web management activities, such as training and policy development.		Candi Harrison, Kate Donohue Advisory Council Co-Chairs
	4. Identify top tasks that our audiences – especially citizens - want, online; and make sure FirstGov is featuring them	Publish list of most requested government information and services	Candi Harrison, Kate Donohue Advisory Council Co-Chairs
D. Improve content for the public by reducing the number and size of government websites, eliminating duplication, and consolidating and aggregating content wherever possible (within agencies, across agencies, and across levels of government).			
	1. Identify best practices and propose guidance for identifying and eliminating duplicative content and “right-size” websites, both within agencies and across agencies	Best practices and guidance	
	2. Identify best practices and propose policies and procedures to manage cross-agency websites, commensurate with the issues and recommendations made to the ICGI	Best practices and guidance on creating and managing cross-agency websites	Jeffrey Levy EPA
	3. Develop and implement plans to use metadata and XML schemas across government to improve searches, help aggregate information, and help agencies manage their sites	<ul style="list-style-type: none"> Guidance on and best practices in metadata and XML. “Dummies guide” to metadata and XML 	Sam Gallagher HUD Tom McClay Department of Interior
E. Improve the quality of writing on government websites			
	1. Conduct plain language workshops	Online tips and training	Annetta Cheek FAA
	2. Develop a checklist for evaluating the quality of web writing	Checklist	Annetta Cheek FAA
	3. Share best practices in training content contributors	Best practices	
F. Make it easier to use all government websites by working toward content consistency across government			
	1. Test common terms (e.g., FAQs) and placement of common content. Besides the common content recommended by the ICGI, develop recommendations on additional common content/placement.	Usability testing findings and recommendations for common content	Janice Nail GSA, Usability Solutions Group

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	2. Identify best practices and propose guidance and procedures for establishing required links on agency websites (like No Fear) (to address the Las Vegas effect)	Guidance and procedures (part of "Managing Content" section)	Colleen Hope Department of State
	3. Create templates, incorporating laws, policies, and best practices; and make them available to web managers to use	Templates	Bill Rados FDA
G. Use web metrics to improve government websites			
	1. Show web managers how to use metrics to improve their websites (metrics = quantitative data to help improve websites)	Tutorials and best practices (part of "Measuring Performance" section)	Joe Pagano Library of Congress
H. Help agencies create effective Intranets for their employees			
	1. Develop guidance and best practices in managing intranets	Guidance and best practices	Clare DeCleene, US Courts Joe Pagano Library of Congress
I. Help agencies create effective multilingual websites			
	1. Develop guidance and best practices in managing multilingual websites	Guidance and best practices	Leilani Martinez GSA, FirstGov en Español
J. Analyze emerging technologies that could help Web Managers create and manage web content in better ways			
	1. Research and develop routine updates on new technologies – including CMS - that could help agency web managers, Webcontent.gov, and/or managing any of tasks of the Advisory Council. Include suggestions for potential uses and – if available – contact information for agencies who are using the technologies successfully	<ul style="list-style-type: none"> Recommend new technologies for the website Recommend possible online collaborative space (Intranet/Extranet) 	Diane Childress Department of Labor Terry Davis DOD
Goal 2: Improve how government manages its use of the web			
A. Improve web management (governance) structures so they ensure that government websites aid mission accomplishment			
	1. Develop guidance and spotlight best practices in web "governance"	Guidance and resources on and best practices in web governance	Alice Bettencourt HHS

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	2. Develop strategies to help executives take advantage of the web to achieve mission and goals	Guidance on and best practices in management consulting	
	3. Help agencies establish performance measures that show the nexus between their websites and mission achievement	Guidance on and best practices in performance measures	Andy LeBold IRS
B. Find ways to work collectively across government to make our web operations more efficient			
	1. Identify and establish processes to develop and share requirements for products and services that many agencies may want to buy (such as software, consulting services, training services, etc.)	<ul style="list-style-type: none"> A library of generic SOWs Guidance on how to use the process to get a new SOW created Best practices and lessons learned 	Joyce Bounds Department of Veterans Affairs Dave Borowski Department of Treasury
	2. Research and develop a contracting vehicle that will let us buy products and services jointly	<ul style="list-style-type: none"> List of joint contracts Guidance on how to request that a new generic contract be created 	Dana Hallman Office of the Comptroller of the Currency
C. Develop models for funding and budgeting for government websites			
	1. Determine best practices and options for funding websites and budgeting allocated funds	Guidance and best practices in funding and budgeting	
	2. Develop best practices and guidance in evaluating and documenting return on investment (ROI)	Best practices and guidance	
D. Help agencies establish contingency plans to make sure their websites can operate in emergencies and that their audiences can be informed about important changes to operations or procedures			
	1. Develop guidance and best practices for emergency planning	Guidance on and best practices in emergency procedures	Gwynne Kostin Department of Homeland Security
	2. Share web manager emergency contact information between agencies		Gwynne Kostin Department of Homeland Security
E. Develop marketing strategies to promote use of government websites			
	1. Develop guidance and best practices in marketing websites	Guidance and best practices	
Goal 3: Enhance the government web content management community			
A. Find them - Reach out to everyone in our web community - including those who work on government websites operated in the field and those who run small government websites – to involve them in achieving our goal to make			

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government websites in the U.S. the most citizen-focused and visitor-friendly in the world			
	1. Reach out to identify, sponsor and support web manager groups working across agencies on specific issues (e.g., intranets, multilingual websites, usability, etc.)		Phyllis Preston FAA
	2. Reach out to establish, sponsor, and support regional/local Web Manager groups working across agencies and levels of government	Updates on what regional groups are doing	Annie Archbold CDC Karen Reshkin EPA
	3. Market the objectives and accomplishments of the web content management community to keep stakeholders informed, to promote replication, and to inspire linkages with related efforts.		Helen Elrod Forest Service Donovan Albert Forest Service
B. Communicate - inform, alert, ask, and prepare web content managers for new trends, challenges, and issues, so we can plan - not just react			
	1. Develop and maintain Webcontent.Gov as a source of information, resources, and guidance for all government Web Managers; manage Editorial Board to provide editorial and strategic advice and guidance	See attached Work Plan	Sheila Campbell GSA, FirstGov Janet Stevens USDA
	2. Manage the Web Content Managers Forum as a means for communicating and sharing information <ul style="list-style-type: none"> Organize monthly calls Take minutes Monitor Forum discussions and catalog, summarize, maintain for reference 	<ul style="list-style-type: none"> Schedule of meetings Summary of minutes, if appropriate Summary of discussions, if appropriate 	Candi Harrison, Kate Donohue Advisory Council Co-Chairs Jennifer Reeves Department of Education
	3. Monitor laws, regs, policies, directives, and other official requirements and make sure the web content community knows about changes; assist other task groups in researching legal issues	<ul style="list-style-type: none"> Checklist for 508 compliance Checklist for privacy and security Routine updates of the laws and regs section 	Alan Vander Mallie Department of Commerce

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	4. Do surveys on issues and topics of interest to solicit opinions and identify trends and best practices; evaluate and summarize responses	1. Online surveys 2. Analyses of responses	Brian Dunbar NASA Annie Archbold CDC
	5. Provide input to policy-makers, based on issues and trends identified in the community, as appropriate		Candi Harrison, Kate Donohue Advisory Council Co-Chairs
C. Train them - Share expertise, promote initiatives to gain and share knowledge and skills across agencies			
	1. Create a "database of experts" - a place where you can find experts and expertise to help you make your website better	Database	Andy Bailey Department of Labor
	2. Identify best practices of other governments (state, local, other federal governments) that we might want to replicate	Best practices and benchmarks	Rachel Flagg HUD
	3. Create international Web Content Managers discussion groups to discuss common issues and share best practices	Publish any interesting best practices, common issues	Candi Harrison, Kate Donohue Advisory Council Co-Chairs
	4. Propose core skills for web content managers and develop a job description		Candi Harrison, Kate Donohue Advisory Council Co-Chairs Sheila Campbell GSA, FirstGov
	5. Create a training program for Web Managers to help them gain and maintain the core skills, to include planning and coordinating the national and regional workshops sponsored by the Advisory Council and getting agencies to share their training sessions and	<ul style="list-style-type: none"> Publicize training sessions within agencies that could be open to other agencies Publicize training opportunities from public vendors Publicize government employees who are available to train web managers (e.g., Annetta's plain language courses) Publicize workshops Create online tutorials, webcasts, and other training materials 	Randy Eltringham DOD Eric Ramoth HUD
D. Recognize them – Seek ways to recognize successful innovations in web content management			
	1. Manage the Web Content Managers Awards	<ul style="list-style-type: none"> Nominating information Online Voting for Finalists; Spotlight winners 	Larry Teller EPA